

Swiss School of Business Research

PhD by Portfolio

Module 3 Capstone Assignment

April 2024

It starts and ends with people.

Driving the shift to electrification and autonomous driving in the heavy vehicle industry.

Unlocking human potential through an innovative digital transformation strategy leveraging the scale of the multinational context, shared services, automation and artificial intelligence.

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INTRODUCTION

Organisational context

Founded in 1891, Scania Group is a well-established multinational corporation headquartered in Sodertalje, Sweden. The firm is an industry leader in heavy transport solutions and related products and services. Best known for heavy vehicles such as trucks, coaches, ambulances and fire engines, Scania's products and services also include maintenance and repair, financing and insurance, lease options and roadside assistance (Scania Group, 2024).

The company operates in over one-hundred countries and reported a full-time employee count of ~55, 000 in 2023. In 2023 the company posted net revenue of 170, 004 million Swedish Crowns (SEK 170, 004m) and adjusted operating income of 15, 971 million Swedish Crowns (SEK 15, 971m), (Scania Group, 2024).

The Scania brand is owned by holding company Traton Group which also owns brands such as MAN, Volkswagen and Navistar (Scania Group, 2024).

In June 2023 the author joined the organisation in the dual role of Chief Product Owner and Global Head of Enabling Technology for People & Culture. She is primarily accountable for the global People & Culture technology portfolio and for ownership of the People & Culture technology budget of €14m. She chairs the global governance body for the People & Culture information system and the organisational data associated with it. She is accountable for ensuring global technology effectively enables the People strategy and delivers a positive experience to candidates, managers and employees throughout the organisation. She leads a relatively newly formed team of ten, consisting of product owners, business architecture and advisory management. She has indirect oversight of a technical team of fifteen and a business support team of ten.

The author reports to the Group Head of People Services, who in turn reports to the Chief Human Resources Officer.



Image 1: Organisational structure of Scania People Services Group Leadership Team. *(Source: created by the author)*

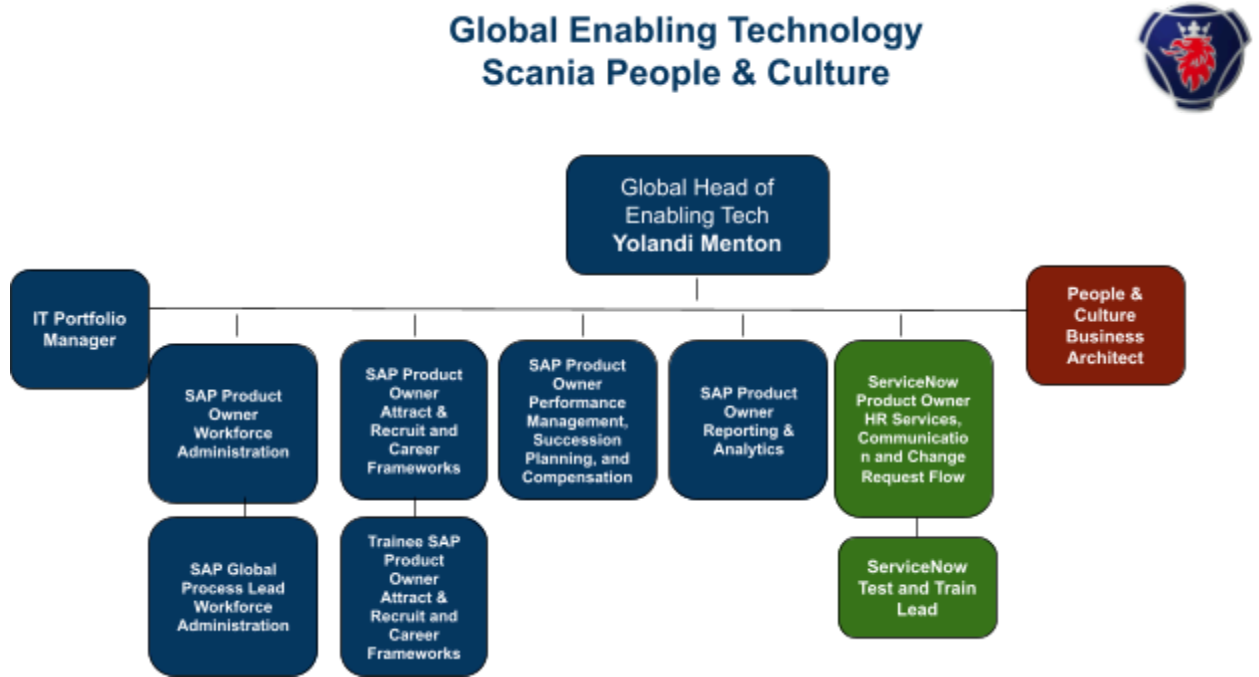


Image 2: Organisational structure of author's team. *(Source: created by the author)*

BACKGROUND TO HR TECHNOLOGY LANDSCAPE AT SCANIA GROUP

As is prevalent in many mature, multinational organisations, Scania had until recently operated its HR function and associated technology in siloes, organised at the country level. With over one-hundred countries operating, all of whom require HR, one can imagine the scale of disparity to be untangled. The author joined the organisation at a time of significant transformation. In addition to implementing globally consistent processes in HR for the first time in its history, the organisation was also transforming its technology stack from over five hundred independently operated HR systems and tools to two global HR technology platforms.

The primary platform the company selected is a cloud-based product by SAP called SAP SuccessFactors. The software application supports not only core HR data management but also talent management, reporting, workforce planning and employee experience management. Broken down, the primary reason multi-national companies based in Europe select SAP SuccessFactors is the native capabilities to adhere to General Data Protection Regulation (GDPR) obligations. A secondary draw is its sophisticated capabilities to scale in hundreds of languages.

Common modules which make up the digital capabilities necessary to manage talent in an organisation through the employee life cycle are Jobs Marketing and Recruitment Management, Performance and Goals Management, Succession Planning, Learning- and Competence Development and Career Development. The Talent modules typically offer functionality which is user-experience focused and inventive in nature. In addition, SuccessFactors also caters for traditional HR transactions such as employee data management, position management, reporting and analytics, workforce planning etc. These modules are usually less innovative and target administrative tasks.

The SAP SuccessFactors suite was reportedly used by 242 million users in more than 200 countries in 2022 (Infopulse, 2022). To ensure clarity for the reader, the author confirms that,

internally, SAP SuccessFactors was renamed ‘*MySuccess*’ and the digital programme to implement it has since become known as ‘*the MySuccess Programme*’.

The second product implemented by the organisation is ServiceNow, another enterprise platform leading in its field. ServiceNow is used to deliver HR services to employees and managers in the organisation. It is also used as the central platform for communication, storing policies and procedures, accessing self-service and so forth (ServiceNow, 2024). The author suggests that, interacting together, SAP SuccessFactors and ServiceNow offer near-on all digital capabilities an organisation could desire to manage their workforce. The author takes ownership of these technologies as well as other global applications covering internal international mobility, business travel management, safety, health and the environment (SHE) and data protection and cross-border compliance.

The image below dates from 2023 at the time SAP SuccessFactors and ServiceNow was being implemented and illustrates the organisation’s direction of travel at that time.



Image 3: Direction of travel at Scania People and Culture (*Source: internal document*)

The author was brought into the organisation to deliver this phase of the digital transformation, but subsequently also led the design and delivery of ongoing efforts to harmonise the manner in which Scania delivers HR capabilities globally. To express what is at stake, the SuccessFactors / ServiceNow programme totalled ~€100M (once-off capital investment).

The HR workforce at Scania comprises ~1, 750 employees with an estimated €130M cost to the company.

The IT resources currently maintaining legacy HR technology around the world comprises ~350 full time equivalent (FTE) employees.

Together with licensing costs of ~€15M per annum, legacy HR technology currently costs Scania Group ~€27M per year. This is in addition to the ~€14M run budget of the SuccessFactors / ServiceNow programme.

The case for governance

In addition to successfully completing the aforementioned implementation programme, the author's next task was to devise and embed a global governance model to which the global HR community could function together for the first time. Since submitting this body of work to the Swiss School of Business Research (SSBR) as Assignment Module 2, LO4, improvements have already been made to expand the cross-country participation in the governance model. The author mentions this work here as she argues that robust governance would be an essential prerequisite to forge further change and consolidation in the highly complex global digital landscape.

Currently, the governance model is functioning well but reinforcement of the new way of working is a continual effort (BadenhorstMenton, M2 LO4 2024).

In the next section, the author moves into discussing her next major assignment which is the core subject of this report.

DIGITAL STRATEGY PROGRAMME

October 2023

The successful launch of the MySuccess programme in October 2023, positioned the firm to enhance user experience for employees, managers and job applicants by leveraging new technologies and common ways of working (Badenhorst-Menton M2 LO3, 2023). As a continuation of this work the next major assignment was to develop a forward-looking digital strategy for People and Culture globally. The objective of such a programme would be to unify P&C globally as one team, leveraging global systems and processes to exploit opportunities in automation and artificial intelligence (AI). Furthermore, the approach would need to generate productivity gains, improve efficiency and scalability, thus serving one of Scania's core values which is to eliminate waste.

The programme was designed in five phases, namely: -

		Timeframe
Phase 0	Management Alignment, Teaming and Scoping	Sept - Oct 2023
Phase 1	Research, data gathering	Nov - Dec 2023
Phase 2	Current state defined and ambition level set	Jan 2024
Phase 3	Desired state defined;	Feb - March 2024

	business priorities set and key initiatives selected based on value.	
Phase 4	Digital strategy and roadmap set out and organisation mobilised for execution.	April 2024

Table 1: Outline of digital strategy programme (*Source: author's own*)

PHASE 0: TEAMING AND SCOPING

September - October 2023

Reporting to the Executive Vice President and Chief Human Resources Officer, a core programme team was put together consisting of complementary competencies in Transformation, HR, IT and Business Architecture. A small consultancy team was contracted to support project management, data analysis and external market benchmarking.

The following image illustrates the core team, led by Yolandi Menton as the member accountable for the eventual realisation of the global digital transformation strategy.



Image 4: Core Programme Team (*Source: Author's own*)

Senior leadership buy-in and alignment was secured and suitable steering and governance was set up within internal structures in the firm. More crucially, markets and functions were prepared and mobilised for the startup of phase 1 - Data Gathering - in November 2023.

PhASE 1: DATA GATHERING

November - December 2023

Once the scope of the programme was anchored with relevant stakeholder groups, the project team embarked on phase 1, Data Gathering, targeting both HR and IT departments across Scania markets and functions.

An important component of the methodology was to ensure that digital tools were indexed against agreed P&C business capabilities Scania wished to support and enhance. Therefore, the author diverts here to explain the business capabilities referred to:

People & Culture (P&C) Business Capabilities

2 Level 2 (L2) business capability are overarching capabilities in the core areas of global HR. For example, (ability to) attract and recruit, deliver learning and competence management, conduct succession planning, carry out personnel administration and so forth are all described as level 2 business capabilities. See the top line in dark blue in the image below:

2	Attract & Recruit	Learning & Comp. Mgmt.	Succession planning	Compensation & Benefits	Personnel Admin	Cross-function (admin)	Health Mgmt.	Diversity & Inclusion
3	Employer Branding Recruitment Mgmt.	Competence Development Competence Planning Design & Deliver Learning Global Assign. Mgmt.	Mgmt. Development Succession planning	Benefits Mgmt. Expense Mgmt. Payroll Mgmt.	Performance Mgmt. Job Hierarchies Mgmt. Personnel Lifecycle Mgmt.	Time & Attendance Employee Case Mgmt. Knowledge Mgmt. Document Generation Document storage Reporting & Analytics Electronic Signature Employee surveys	Employee Health Care Ergonomic Work Design Health Services Well-being Mgmt.	

Image 5: Business capabilities targeted by Scania People & Culture (*Source: Scania internal document*)

3 At a deeper level which is termed level three (L3) capabilities the overarching structure is broken down into further detail. For example, the level 2 capability ‘Attract and Recruit’ is broken down into component parts such as ‘Employer Branding’, ‘Recruitment Management’ and ‘Onboarding’ which helps research activity target exactly what digital solutions are being used to serve a specific need. It is for this reason that the project is anchored at the level three capability level so as to avoid misinterpretation or ambiguity.

Research methodology

An Excel template was designed and distributed to both HR and IT Directors in each of Scania’s markets. The methodology was enacted in several sequential steps. First, participants were

onboarded to the programme in a series of online presentations defining its purpose, and their role within the activities. Participants received training on how to interpret and complete the extensive Excel template document. Participants were introduced to their own dedicated project resources which would form their consistent point of contact throughout the programme. Participants were onboarded on the communication strategy, their time plan commitment to participate, and importantly, what they would gain from the research at the end of it.

The content of the template asked participants to index all digital tools used in a market against the business capability it serves. This was to establish a global baseline of digital tools. In addition to indexing the tools at play, respondents were asked to declare several other metrics against the tool. For example, the number of full time equivalent (FTE) employees required to maintain the systems, the annual cost of licensing the system, the number of users using the system and so forth. Furthermore, respondents were asked to rank two dimensions for each digital tool; -

- i) the **level of criticality** of the business capability for the business area (high, medium or low) and
- ii) the **level of satisfaction** with the current digital solution to help them achieve their ambition (high, medium or low)

This view would be used to form a base for prioritisation and sequencing, taking the markets and functions perspective into account later in the plan.

Finally, after the initial receipt of data from the markets, a team of interviewers from the project got to work to conduct multiple follow up interviews with both HR and IT to ensure the data was comprehensively completed and properly understood by the central project team. On this activity qualitative inputs were also captured. The data gathering phase continued for eight weeks and formed the essential base for subsequent analysis and development of the strategy.

In the example below the author uses the business unit *Commercial Operations* in the country *United Kingdom* to illustrate a synthesised overview of the input derived from the respondents.

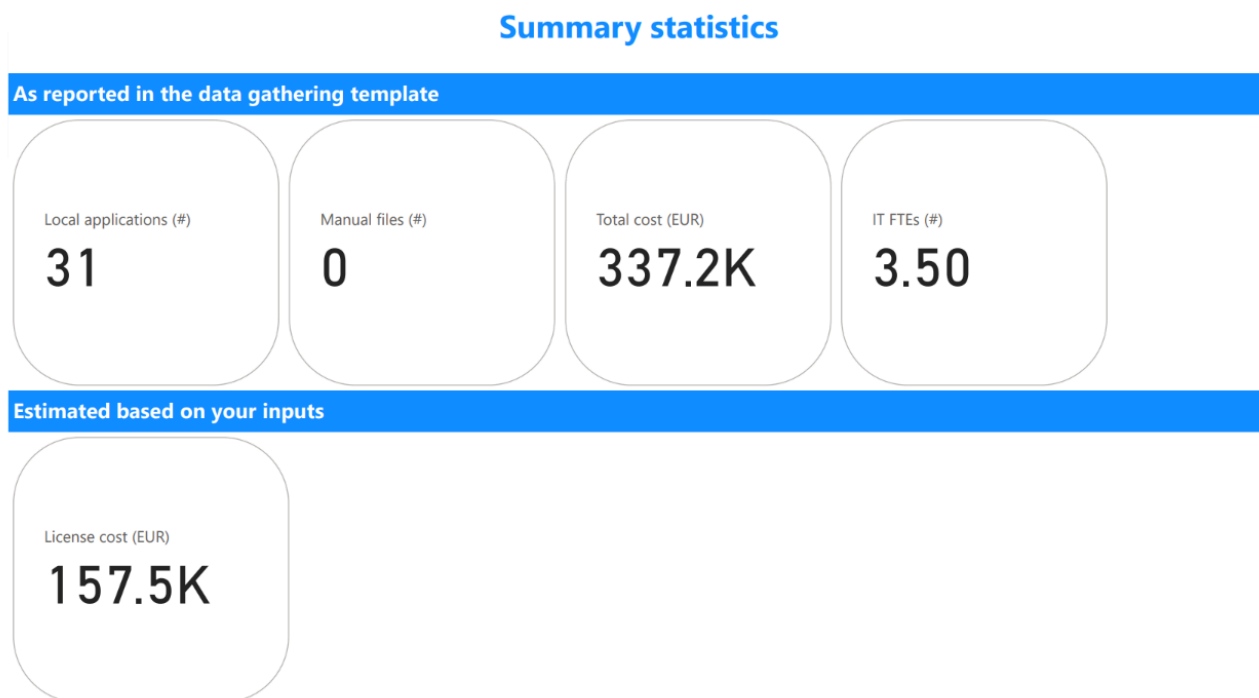


Image 5a: Summary statistics (*Source: Internal document*)

Interpretation

The image above shows the UK has thirty-one digital applications used in HR. The UK does not use manual files such as Excel or Powerpoint to conduct their work. The cost per annum for the UK tools is €337, 000. Three full time employees work just to maintain the systems. License costs for the UK tools amount to €157, 000 each year. (Source: internal document).

The next image shows the thirty one local applications in the UK Commercial Operations business mapped against the Scania business capabilities the author discussed. The darker the shade of blue, the higher the count of applications in use to meet the business capability. For example, in row six, nine systems are used to administer the capability of ‘Benefits Management’ in the country. In row sixteen it is observed eight digital applications are currently required to deliver learning in the country. Conversely, the UK has no digital support for Succession Planning (row nineteen), and so forth.

Capability	UK CO
01 - Employer branding	1
02 - Recruitment management	2
03 - Job hierarchies management	1
04 - Personnel life cycle management	0
05 - Time & attendance	3
06 - Benefits management	9
07 - Expense management	0
08 - Payroll management	2
09 - Performance management	0
10 - Employee health care	0
11 - Ergonomic work design	0
12 - Health services	1
13 - Well-being management	0
14 - Competence development	4
15 - Competence planning	0
16 - Design & deliver learning	8
17 - Global assignments management	0
18 - Management development	0
19 - Succession planning	0
20 - Document storage	4
21 - Employee Case Management	0
22 - Knowledge management	4
23 - Document generation	2
24 - Electronic Signature/ eSignature	0
25 - Reporting and Analytics	2
26 - Employee surveys	1
27 - Diversity & Inclusion	0

Table 2: Summary statistics (*Source: Internal document*)

Criticality and Satisfaction

In the next illustration, respondents are indicating the level of criticality for their business against their level of satisfaction with the digital solution they currently use. In this image, the UK indicates high, medium and low criticality for their business, and also, a high, medium or low

level of satisfaction. From this data, it can be interpreted that the UK declares high criticality paired with low satisfaction on twelve capabilities including competence development, job hierarchy management, benefits management and so forth. The red annotation shows the intersection of high criticality and low satisfaction on an x-y axis.

**Criticality vs. Satisfaction
per business capability**

	1 - High	2 - Medium	3 - Low	N/A
1 - High		Personnel Life Cycle Management Employee Case Management Performance Management Recruitment Management Succession Planning	Competence Development Job Hierarchies Management Benefits Management Competence Planning Designing & Delivering Learning Diversity & Inclusion Electronic Signature Global Assignments Management Management Development Payroll Management Reporting and Analytics Time & Attendance	
2 - Medium	Health Services	Employee Health Care Employee surveys Well-being Management	Document generation Document storage Employer Branding Knowledge management	
3 - Low			Ergonomic Work Design	
N/A				Expense Management

Table 3: Summary statistics (Source: Internal document, Badenhort-Menton, 2023)

As evidence, the author submits appendix one and two to demonstrate what the combined data analysis of all data gathered looks like. The author emphasises the fundamental importance of this research to ensure evidence-based decisions are taken over the next stages of the strategy development project.

IT application assessment

Input from markets
(No action required)

Index	Market	Application	Description	Review status	IT cost reported (EUR)	Internal report
2	Argentina CO-FS	Control Horario	Control of entry and exit of all personnel to Scania facilities	Reviewed	3,000.00	
3	Argentina CO-FS	Sistema de licencias	Registration of leaves and absences	Reviewed	1,720.00	
4	Argentina CO-FS	Control de Accesos	Control of entry and exit of all personnel to Scania facilities	Reviewed	1,500.00	
5	Argentina CO-FS	Skedway	bus + canteen	Reviewed	6,500.00	
6	Argentina CO-FS	Tu Recibo.com	Payslip deliver messages and internal notes to be sign off d	Reviewed	1,850.00	
7	Argentina CO-FS	HiringRoom	Publication of job offers on different job portals	Reviewed	1,500.00	
8	Argentina CO-FS	Scribe	Slectric Sign	Reviewed	0.00	
83	Argentina IO	Taw	Daily registration of attendance and absences of all the em	Reviewed	5,400.00	
84	Argentina IO	Rupias	Treasury	Reviewed	0.00	
85	Argentina IO	Restaurang	POS dinning room	Reviewed	0.00	
86	Argentina IO	Nexus	Personal & Labor information of the employees	Reviewed	23,000.00	
87	Argentina IO	Incidents	Historical reports about accidents or incidents	Reviewed	0.00	
88	Argentina IO	Hermes approval	\$	Reviewed	0.00	
89	Argentina IO	Geiser	Shop online of Scania merchadising	Reviewed	0.00	
90	Argentina IO	Tu Recibo	Payslip deliver messages and internal notes to be sign off d	Reviewed	4,400.00	
91	Argentina IO	Archisoft	Digitalization of employee's personal and laboral informati	Reviewed	5,500.00	
92	Argentina IO	Pharmacy administratio	Administration of the medical drugs consume of employee: Reviewed		0.00	
93	Argentina IO	Zyght	Reporting self service of incidents and accidents.	Reviewed	22,500.00	
94	Argentina IO	Avain	Managemente of the historical health care of the employer	Reviewed	2,150.00	
95	Argentina IO	RF	Process payments	Reviewed	0.00	
96	Argentina IO	Rankmi	System to manage performance management cycle: goal se	Reviewed	15,500.00	

Instructions Assessment Inputs --> Inputs Dropdowns Calculations --> Pivots Current state Report output Output SSC Data for business case-->

Image 5b: Illustration of research template (Source: *Badenhorst-Menton, 2023*)

The activity described above in the methodology section was conducted for each of Scania's seventy one markets globally with project support given in a local language wherever possible.

PHASE 2: SYNTHESIS & CURRENT STATE ANALYSIS

January 2024

In the subsequent stage of the programme, the data collected was analysed and synthesised as a precursor to the next steps which was to factor in Scania strategy and business priorities.

Summarising the data emanating from the research, the author reports the following results:

▶▶ Seventy one markets and functions participated which equates to a participation rate of 100%.

▶▶ Forty-five follow up interviews were conducted to ensure the data collected was properly interpreted and understood by the interviewing team. This equated to ninety-one HR- and IT Directors being interviewed to ensure the master templates shown in appendices one and two were completed in full, and with sufficient detail to set the baseline from which to develop a long term strategy.

After all data was analysed and synthesised, the results derived from the markets and functions revealed the following:

▶▶ Across Scania, over five hundred local IT applications were reported in use, supporting the twenty seven HR business capabilities discussed by the author earlier in this report.

▶▶ Of the five hundred applications reported, over four hundred appeared to offer the same, or similar digital capabilities as what was now available in the global suite. This exposed a significant extent of overlap. Therefore, over four hundred applications formed the longlist of digital tools to be considered for full- or partial decommissioning as part of the programme.

▶▶ Approximately three-hundred-and-fifty FTEs were identified to be working simply to maintain the existing HR systems landscape.

▶▶ In addition to the central investment of €100m to roll out SAP SuccessFactors to all markets, the remaining effort pertaining to local applications still stacked to €20m run costs each year.

▶▶ Use of Excel files and Powerpoint presentations is still observed and a lack of integration between systems and processes prevail as a major pain point.

From the markets' perspective overall, seven areas were exposed as so-called '*burning platforms*' signaling the highest priority for attention overall. As for digital capability, the seven areas ranked most prevalently as critical to business success, whilst deriving poor levels of satisfaction. These areas were:

1. Recruitment Management
2. Competence Development
3. Competence Planning
4. Designing and delivering learning
5. Performance Management
6. Succession Planning
7. Reporting & Analytics

The same perspective is reflected in the top right quadrant of the graph below:

Markets facing common challenges in recruitment, learning and admin

Average reported scores on **business criticality** (y axis) and **satisfaction** (x axis) across business capabilities

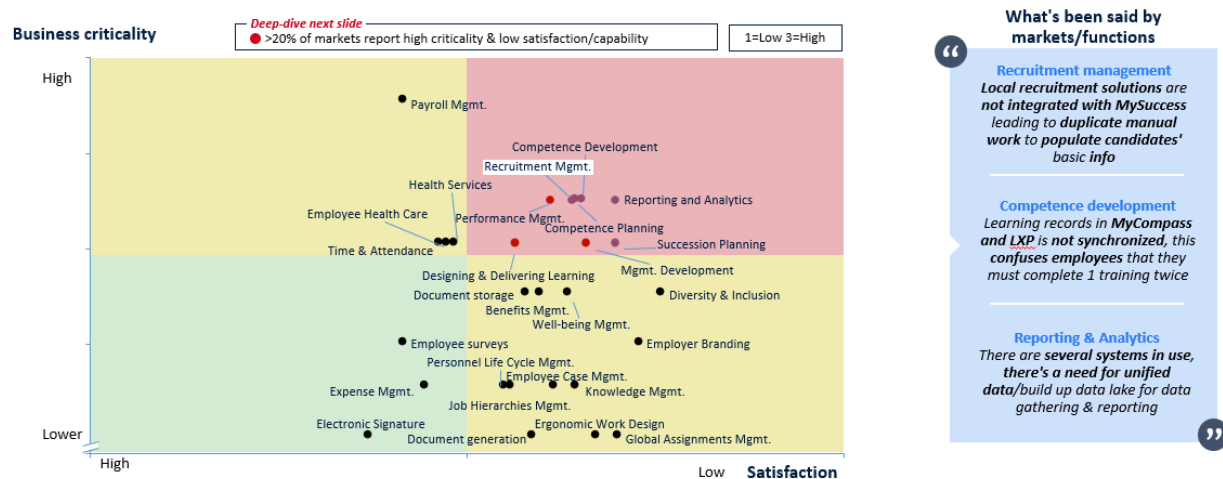


Image 6: Top right quadrant showing highest business criticality and lowest satisfaction

(Source: Scania internal, 2024)

As for the prevalence of the sentiment, the image below illustrates the same information together with the percentage of markets which reported the same:

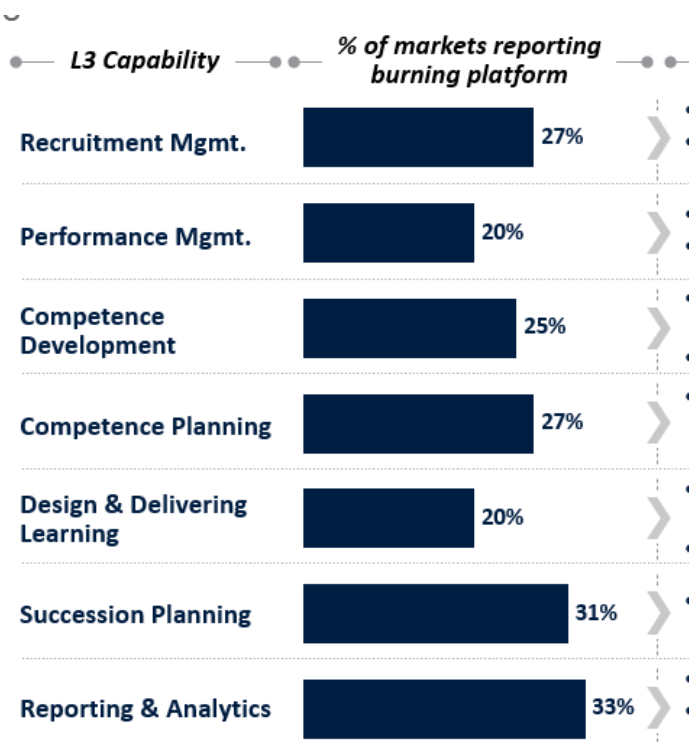


Image 7: Burning platforms exposed after data gathering phase (Source: Scania, internal document, 2024)

It is for this reason that the topics above became the area of focus for global prioritisation at this stage of the project.

Findings - The Unexpected

Research activity revealed a highly fragmented system landscape surpassing all initial expectations or estimations. Despite the implementation of the MySuccess programme, respondents persisted in utilising local HR systems causing a negative knock on effect on adoption of the global solution. Alarmingly, markets reported concurrent use of local and global systems causing duplicated efforts, increased manual work and severe constraints on the desired efficiency gains the organisation sought. In many instances, respondents reported being worse

off after the implementation of MySuccess due to having to navigate both local and global systems and processes.

To add to this, the heightened complexity in the technical interplay appeared only to exacerbate matters. The prevalence of low-value manual tasks, costly maintenance for local payroll, benefits, and time reporting integrations, alongside inadequate access to consistent data for informed decision-making, emerged as prominent qualitative themes. In an additional dimension the project team found a stubborn preference to continue working with local ways.

The author argues, critically, that the research unearthed a stark reality. The programme originally designed to set out the global technology roadmap, plus, decommission all local HR tools was simply not going to be tenable for Scania. A preliminary top-down technology assessment revealed that fifty percent of applications could be decommissioned, with thirty percent migrated or partially migrated to the common global solution. Approximately twenty percent of applications were deemed necessary to retain in-country due to specific local legal requirements.

To the author's disappointment, the estimated cost to address the global landscape proved prohibitively high, with an additional expenditure of €40-60M required, to yield a modest saving of €7m in annual run cost.

In light of these findings, it was deemed unfeasible and imprudent to tackle all elements of the digital landscape and it was back to the drawing board to reconsider how business value would be measured in order to identify the real opportunities hidden in the complexity.

After many weeks of analysis and iteration with stakeholder groups, the team introduced exploiting opportunities identified in the shared services model. The proposal was developed to include digitalising all HR processes and leveraging automation and AI for cost savings and efficiency gains. Further analysis underscored the potential value of a shared services model, particularly in migrating global cross-functional personnel admin, attraction and recruitment, and learning- and competence development capabilities to regional hubs. Combining digital strategy

with shared services and a new operating model unlocked a broader scope defining joint priorities for the next three to four years. It shaped to be an overarching programme centered on delivering high-quality HR services and experiences to employees and managers, equally aimed to restrict IT cost and change effort. It was agreed that demonstrating true business value would need to deliver a benchmark gain of at least fifty percent in efficiency or productivity.

Contrary to initial expectations of widespread decommissioning, the outcome of this phase underscored the value of practice-based research skills the author brought to this team. It underscored the need to prove a clear link between proposals and compelling business cases, and for such to be the deciding factor in whether to retain or decommission a system or process.

PHASE 3: PRIORITISATION & FORMULATION

February - March 2024

Given the learning and change of approach after the research phase, the deliverables of phase three were to align the interpretation of the current state at Scania with all stakeholder groups, and subsequently, conduct prioritisation based on maximum business value. To that end, it was decided to separate the author's global strategy from what would need to be continued in each country to decommission local systems at the natural end of the existing contract term. Post the final steering committee meeting in April 2024, the subsequent work will continue with individual markets to set a country-specific plan for decommissioning local systems. The author's work in this report as well as in her position in the organisation is concerned with the global strategy only.

In terms of prioritisation the following diagram sets out the key areas of focus to derive maximum value.

BUSINESS- AND P&C EXCELLENCE PRIORITIES POINT US TO KEY CAPABILITIES TO FOCUS ON AND HARMONISE GLOBALLY FOR MAXIMUM RETURN

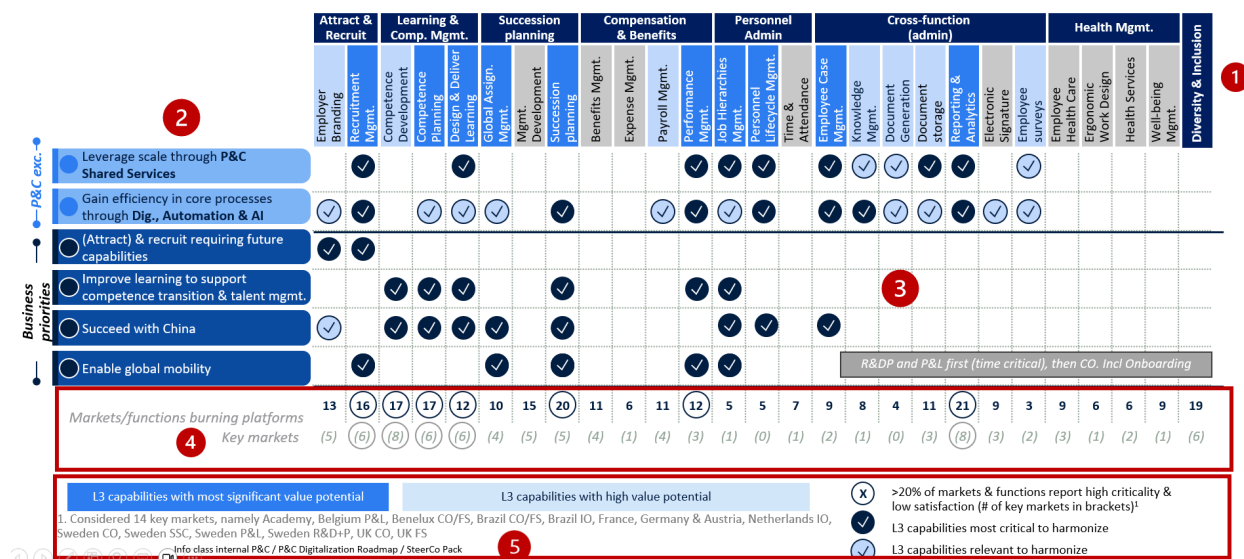


Image 8: From data gathering to business prioritisation (Source: Badenhorst-Menton, 2024)

- 1 Business capabilities as targeted by Scania People & Culture.
- 2 Strategic business objectives for Scania factored in, namely; -
 - Leveraging scale through shared services and gaining efficiency through digitalisation, automation and AI.
 - Attracting and recruiting capabilities needed for the future.
 - Improving learning and competence development.
 - Succeeding with a major expansion in manufacturing in China.
 - Improving global mobility to enable strategic sharing of human resources across brands in the Traton group.
- 3 The tick marks visible in area three represent the most critical capabilities to improve. This grading was derived from a high number of markets citing it as critical to their business paired with ranking current satisfaction as low.

4 The numbers in section four represent the number of applications in use at Scania to serve the corresponding capability in section one. For example, sixteen markets reported Recruitment Management as critical of which six markets are considered key markets for Scania. This helps to derive prioritisation.

5 Finally, key five shows the two shades of blue. Pale blue represents high value potential and mid-blu represents capabilities that can be translated into significant value potential.

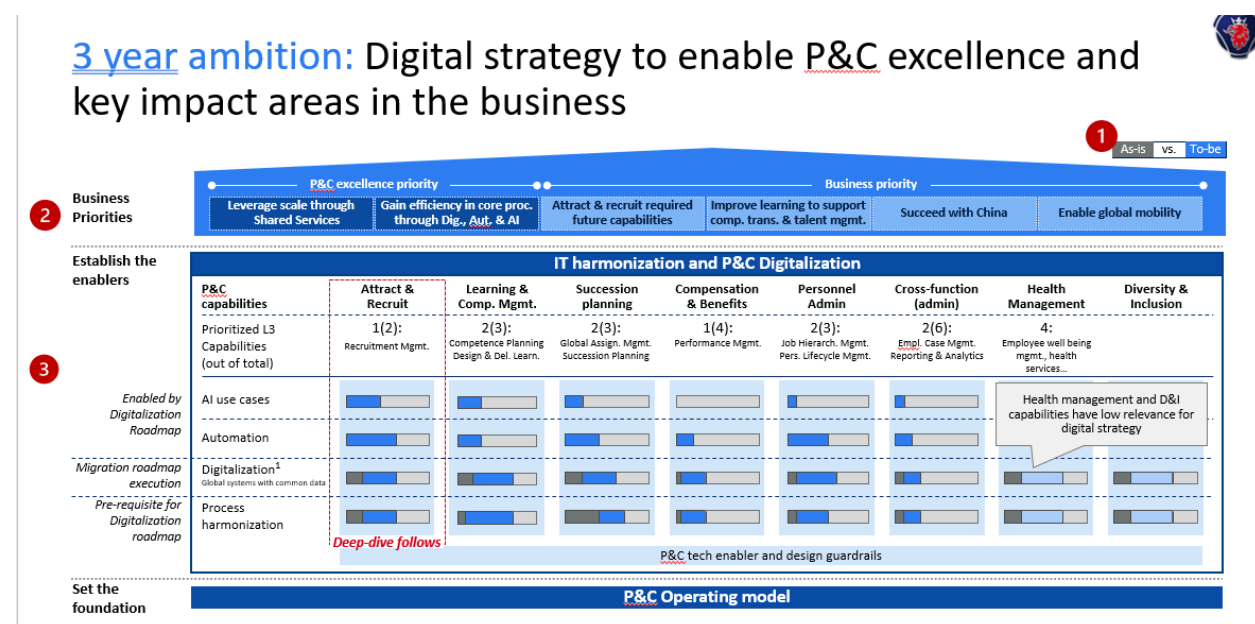


Image 9: Ambition level - the difference between the as-is and to-be state (Source: Badenhorst-Menton, 2024)

At this stage in the programme agreement had been reached on the business priorities to fine-tune the three-to-four year digital roadmap.

Shown in image nine seven above, section 2 again ties in the P&C excellence priorities as leveraging scale through shared services and gaining efficiency through digitalisation, automation and AI. This is paired with business priorities previously discussed - attract and recruit, learning, succeeding with expanding in China and enabling global mobility.

1 In the breakdown on the page, the grey bar represents the current state in the organisation, when viewed through a global lens. For example, in attract and recruit, the consideration is to what degree the different levels of digital maturity are uniform across Scania today. To describe the current state, the ambition level of the next years and the gap in between, the author sets out an example in the table below:

Recruitment Management			
	As-is	To-be	What is required
AI use cases	Limited use of AI in the recruitment process. Brazil is currently the only country utilising such technology.	Ambition to leverage AI for certain areas in the recruitment process, e.g., screening in high volume campaigns, creating job requisitions and automating job posting.	Leveraging the AI functionalities for candidate ranking in SuccessFactors Building AI competence within the P & C IT team.
Automation	Limited usage of automation in the recruiting process, e.g., automated flows between job portals and SAP SuccessFactors.	Ambition to leverage automation/integration for the bulk of recruitment processes, from job creation to candidate assessment.	Markets/functions to request connections between SuccessFactors and job portals, as well as integration between SuccessFactors and

			candidate assessment tools.
Digitalisation	Only 3 countries with full adoption of the SuccessFactors recruitment module.	Full adoption of SuccessFactors module; ambition to have global solution for parts that are outside of global product, e.g. digital tools for candidate sourcing and assessment.	Global solutions such as KornFerry assessment and LinkedIn Recruiter licensing to be scaled.
Process harmonisation	Fragmented ways of working.	Ambition to unite around the one defined global process.	One way of working in countries outside China, starting with job requisition and job ad.

Tabel 4: As-is versus to-be in Recruitment Management (*Source: Badenhorst-Menton, 2024*)

In the following table to author sets out an example of what would be required to achieve the ambition in the recruitment space and indicates a level of readiness to enact the requirement as she considers it today:

	Pre-requisites	Example	Readiness to enact
--	-----------------------	----------------	---------------------------

Global governance	Process accountabilities for global process owners with local counterparts.	Governance model implemented; improved ways of enforcing this ongoing to ensure accountability and co-working across national boundaries.	High
Strategic guidelines	Guidelines and policies on functional perspective e.g., global/ local bonus policy.	Global policies in place, e.g., global checklist for external hiring. Requires continuous reinforcement to support higher adoption.	High
Functional processes	Process swimlanes / flows outlining activities Roles mapped to org-units.	Swimlane for global recruiting process in place, incl. business process roles.	High
Technical foundation	IT architecture & design principles e.g., entry portal P&C data domains.	SuccessFactors as the main recruiting foundation. Work to add some required functionality to the global solution.	Medium

Tabel 5: Change readiness in Recruitment Management (*Source: Badenhorst-Menton, 2024*)

A final consideration factored in is the overall landscape in a core process area. One would factor in the work required to migrate the organisation from a point where each country uses their own recruitment tools, to all aligning around one global set of software products. The table below reflects the work required to consolidate the digital tools being used for recruitment in various markets. The author illustrates just one of the capabilities to express the evidence of the method which was followed.

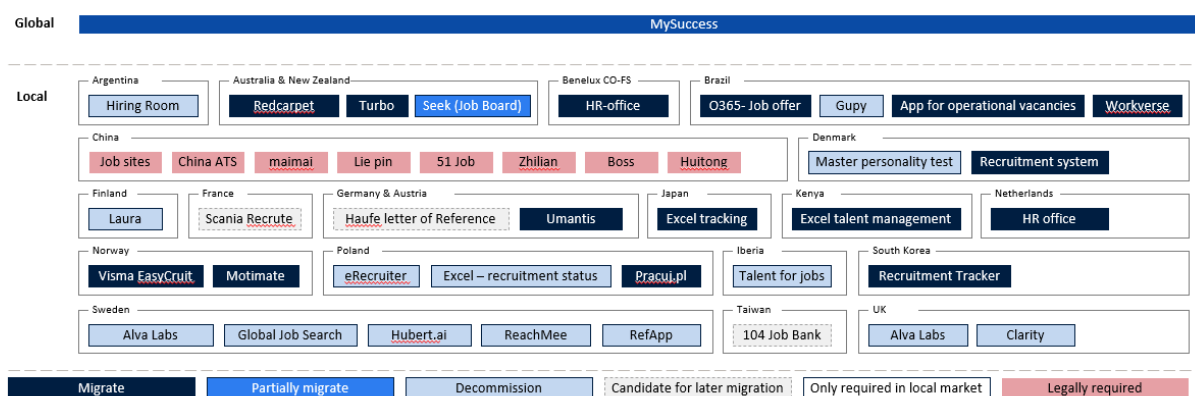


Image 10: Example of migration or decommissioning of local systems in Recruitment Management. (*Source: Badenhorst-Menton, 2024*)

Strategy

Reflecting on work carried out in the SSBR PhD by Portfolio programme, the author distinguishes between prescriptive and emergent strategic management and the defines strategic management as “the identification of the purpose of the organisation and the plans and actions to achieve that purpose” (Lynch 2018, p. 9 as cited in Badenhorst-Menton, 2023).

In the Scania context, it is valuable to set out the organisation's strategic objectives at the headquarter-level which is to leverage scale through shared services and gaining efficiency through digitalisation, automation and AI. The strategic priorities at the firm include an ambitious plan to expand industrial operations in China and to enable global mobility of people across the Traton brands (Volkswagen Group, MAN, Navistar). As Lynch (2018) states the HR strategy is positioned at the business level, notably to support the organisation in achieving its goals. Therefore it should not be amiss that the HR function in its digital transformation strategy needs to optimise how the organisation's human resources are utilised. The author directs her work at Scania in relation to relevant external relationships, for example, with suppliers, customers, competitors and shareholders. Moreover, the HR function plays a key role in how corporate strategies are applied locally in the various socio-economic environments the organisation operates in. The objective is to generate value from human resources capabilities with a view to delivering a competitive advantage over rival firms (Badenhorst-Menton, 2023; Lynch, 2018).

Focus on Automation and AI

The pioneering nature of Scania in its truck software and electrification programmes adds to the internal appetite to leverage automation and AI (A&AI) to its full potential. However, in the HR context, the author puts forward that leveraging automation and AI in a manner which is scalable and sustainable relies on a strict set of pre-requisites from which to build upon.

As described by Boston Consulting Group, success in A&AI correlates directly with managing the 10:20:70 ratio. Ten percent of overall success rests on the algorithm - building and finetuning it responsibly and continually developing the internal competence to adjust it. Twenty percent of the success hinges on having fit-for-purpose tech and data platforms, and seventy percent is reliant on having solid and consistently adopted processes in common systems, using common data (Badenhorst-Menton, 2024; Boston Consulting Group, 2023).



Image 11: 10:20:70 (Source: Boston Consulting Group, 2023)

As issues related to recruitment management is at the top of Scania's agenda, with pre-requisites in place, AI in the hiring process could aid in closing the skills gap speedily, eliminating bias and creating a fair and equitable playing field for all.

According to Harvard Business Review (2023), AI is believed to be more likely to augment employees' experiences at work rather than to replace them across various functions. The author argues that instead of rendering employee capabilities obsolete, evidence suggests that AI could enhance employee capabilities, debunking the common misconception. For example, research by Turner (2023) and the McKinsey Health Institute (2023) conveys that employees now consistently prioritise meaningful work over factors such as pay and flexibility. With that, employees who report positive work experiences tend to exhibit better overall health, demonstrate greater innovation in their work, and display enhanced job performance. Factors which encompass elements of work that foster positive energy such as meaningful tasks and psychological safety, emerge as significant predictors of holistic health. For organisations, this demonstrates a predictive power that is 14 times greater than previously proven (Brassey et, al., 2023).

Recent years have proved a catalyst to elevate personal purpose and values in the workplace. In a study by Gartner, eighty-two percent of employees said it is important that their organisation sees them as people, not just as employees. However, only forty-five percent of employees believe their organisation actually sees them this way. The study found this leads to soul searching over whether one feels valued at work or whether one is merely creating outcomes and value to benefit others (Gartner Insights, 2024).

In light of this, the author argues that AI can therefore enhance the employee experience by automating repetitive tasks, enabling skills development, and creating altogether new job roles. Task automation opens up opportunities to reinvent HR roles which makes for an exciting time in the HR technology landscape today.

The author further suggests HR leaders have a significant opportunity to reshape the humdrum of dated, cumbersome talent management practices in exchange for prioritising operating models which capitalise on the use of technology to deliver a truly people-centric approach. Not only will this add value in terms of job satisfaction but to overall well-being, boosting productivity and driving positive results.

Overall, the importance rests on aligning AI adoption with workforce needs to navigate the evolving landscape of work. HR leaders should focus on workforce planning, design, and strategy, emphasising the importance of skills development for AI adoption. This involves identifying critical roles and skills, upskilling the workforce, and integrating AI knowledge into the traditionally tech-shy function (Harvard Business Review, 2023).

From an IT perspective, Scania has several of prerequisite building blocks in place.

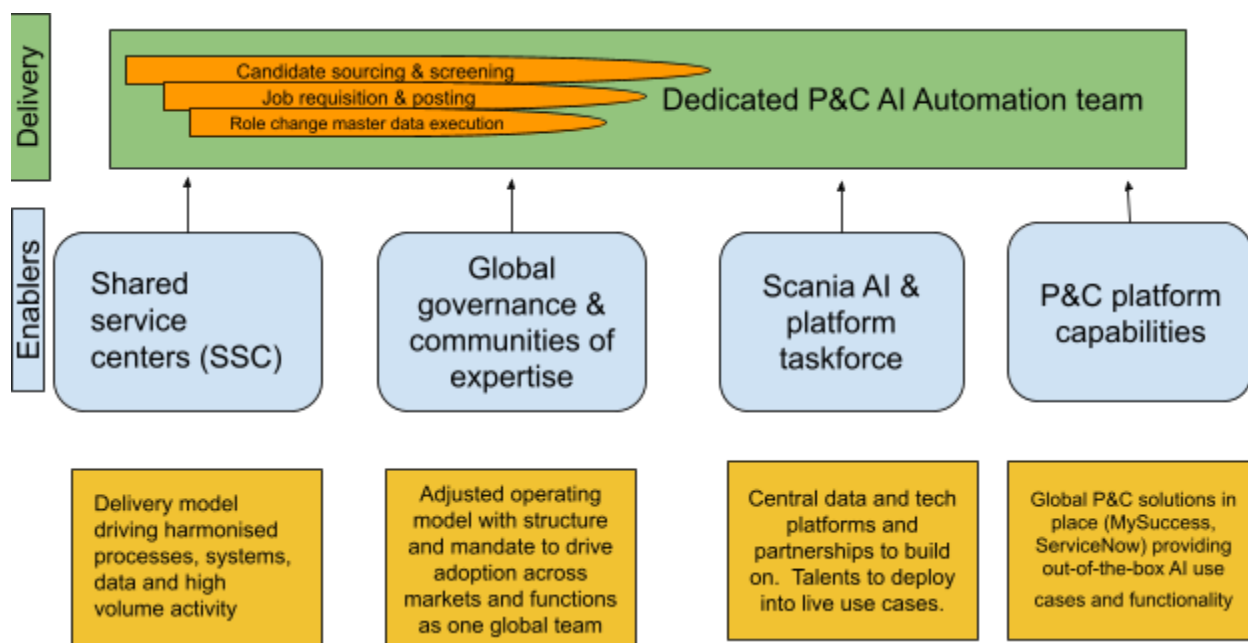


Image 11: Foundational building blocks (Source: Badenhorst-Menton, 2024)

To that end, the AI use cases included in the digital strategy were therefore selected based on the maximum value it could deliver, also acting as a prerequisite to unlocking the value in the shared services initiative. (Note: The shared services initiative is currently being developed and not discussed in detail in this report.)

As seen in image 12 below, three AI use cases are planned for implementation in 2024.

Firstly, utilising algorithms to source and screen job applicants against the Scania skills and competence ontology which is already embedded behind the scenes in the organisation's HR data model. Secondly, as one global process now exists for recruitment, workflows could be automated as every manager in the organisation should follow the same, predictable steps. Finally, leveraging the one common HR data model SuccessFactors draws from, one could now automate data changes in scenarios where individuals take up a new role or change a role in the organisation. Transactions such as these need no longer to be executed on a case by case basis, nor by an individual. Using common data tables in the organisations position management structure, a predictive model can now identify all the attributes required to automate this work.

Item B4 in the illustration below is a technical initiative which will see employment contracts created automatically based on a limited number of data points selected by the HR user. With common processes in place it is now possible to target the scenarios in the business process where documentation needs to be generated and auto-populated with information already stored in the global system. The team intends to extend the use of digital signature software already available in the firm. Following on from that, the collection and storage of employee documentation is now possible. The final steps in such a programme would be to fine-tune the user experience, whereby the user no longer needs to be aware of whether they're working on SAP SuccessFactors or the ServiceNow platform.

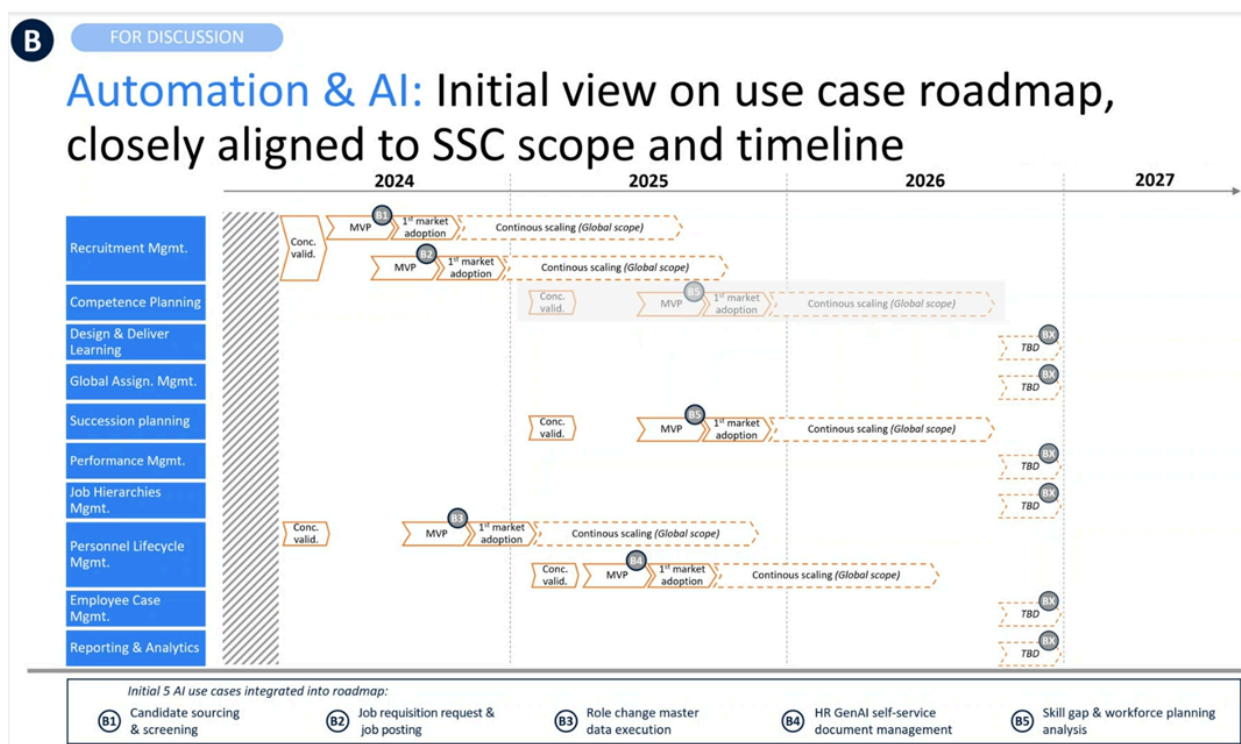


Image 12: AI use cases included in digital roadmap 2024 - 2026. (Source: Badenhorst-Menton et al., 2024)

In image 13 below the author summarises the expected gains associated with implementing the AI use cases discussed.

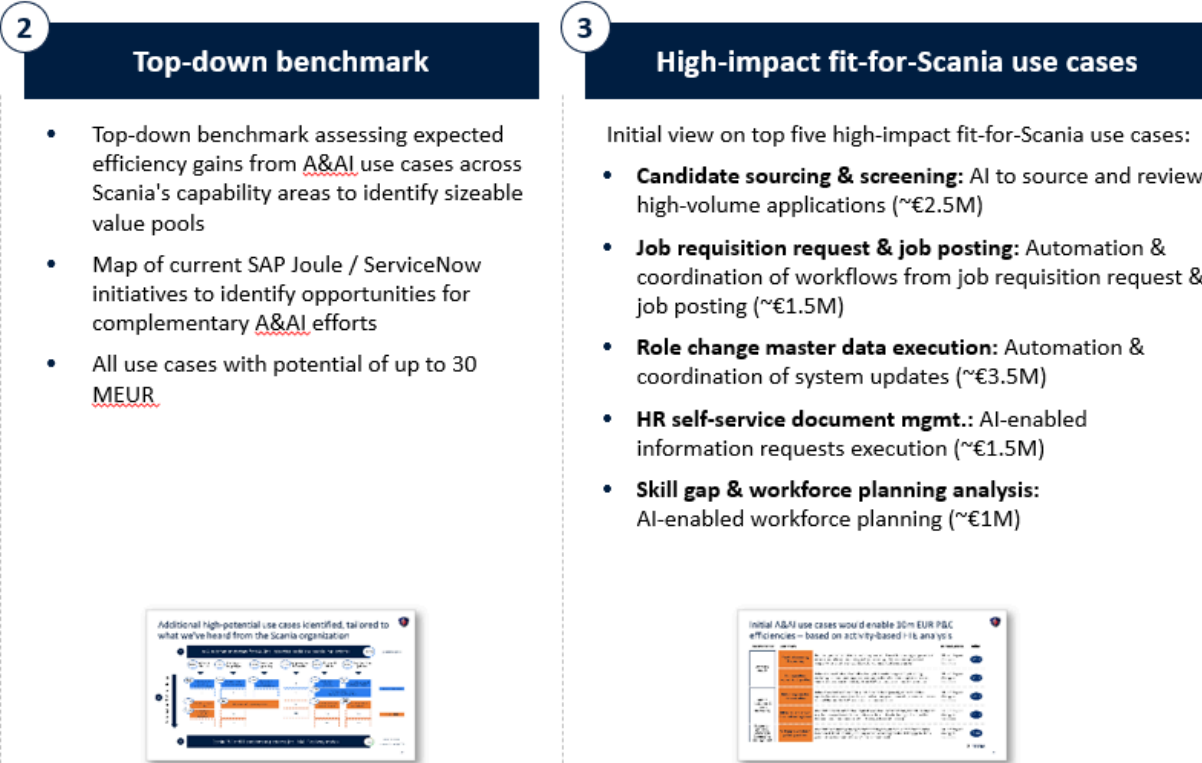


Image 13: Expected gains of top five AI use cases included in digital roadmap 2024 - 2026.
(Source: *Badenhorst-Menton et al., 2024*)

To conclude the development of digital initiatives, the author shows the outcome of the work in image 14 below:



Global IT effort estimation

#	Description	Person days	IT-Effort	Global IT	Local IT	Enabling Tech	Frequency
RE	Job posting integration (interface to HR Hub) [no local deviations allowed]	50	€ 50K			X (w. ext. support)	One-time
RE	Use SF AI assistant (Joule); - no integrations/auth, but license ¹	150	€ 150K	X		X (w. ext. support)	One-time
RE	Selection & interviewing: Automated interview scheduling & integration w. outlook	250	€ 250K	X		X	One-time
LD	Learning & development: Configuration & activation of MySuccess LMS	550	€ 550K	X (w. ext. support)		X	One-time
SP	Integration of Performance & Goals to HR-Hub (e.g., Benivo integration)	150	€ 150K	X		X	One-time
PA	Develop foundational object Job Architect, Establish Scania account tool & fix foundational objects MySuccess employee central	350	€ 350K	X		X	One-time
PA	Provide global contract creation via MySuccess and pers. Document mgmt. connected to ScaniaNow + electronic signing (<i>open for discussion on final tech-stack</i>)	400	€ 400K	X	Included in the application-specific assessment	X	One-time
RE	NEW FUNCTIONALITY: Integrate posting via HR-Hub	50	€ 50K	X		X	One-time
CF	NEW FUNCTIONALITY IN MYS: Enable absence management (global capability)	50	€ 50K	X		X	One-time
PA	NEW FUNCTIONALITY IN MYS: Workforce planning module	50	€ 50K	X		X	One-time
CF	Configure & enable proper document storage & generation in Scania Now	100	€ 100K	X		X	One-time
CF	Configure & enable ScaniaNow Ticketing & self-service ; ScaniaNow Dashboard as employee dashboard for managers; Enable ScaniaNow flow	400	€ 400K	X		X	One-time
CF	Configure & enable P&C analytics	100	€ 100K	X		X	One-time
GA	Update global assignment with integration to Benivo	100	€ 100K	X		X	One-time
	Decommission for 94 applications (incl. data migration where required)	1 500	€ 1.5M				Per application
	Pre-study & bus. case creation for 17 candidates for later migration	150	€ 150K				Per application
	Project Management capacity to oversee & steer impl. activities & docu updates	500 ²	€ 500K	X (2 FTE)			One-time
	10% additional effort per application to ensure sufficient capacities	490	€ 515K				n/a
Total		~5 390	~€5.4M				

1. Requires separate approval as using SAP SF AI assistant incurs incremental running cost, can be leveraged for other AI-based initiatives
 2. Equivalent to 500 external IT person days, capacity for IT project mgmt. of 2 FTEs for 3 years at cost of EUR 80k/year

1

Image 14: Global IT effort estimation in Scania P&C Digital Roadmap (*Source: Badenhorst-Menton et. al., 2024*)

The final plan was successfully approved by the programme steering committee on 3 April 2024 and is attached as appendix 8.

CONCLUSION

The digital transformation journey embarked upon by Scania Group under the leadership of Yolandi Badenhorst-Menton has been an intricate and enlightening expedition into the depths of organisational change and technological advancement within human resources management.

With a vision to unify People and Culture (P&C) globally, leveraging advanced digital tools and strategies, the author's endeavor has traversed through phases of discovery, analysis, and strategic formulation.

The initiation of the MySuccess program marked the beginning of a paradigm shift at Scania aiming to enhance user experience while streamlining HR processes. The adoption of SAP SuccessFactors and ServiceNow as core platforms set the stage for a comprehensive digital overhaul. However, the realisation dawned that the path to digital transformation was laden with complexities far beyond what was initially expected by the author and her investigating team.

In this report, the author has demonstrated through meticulous data gathering and analysis, it became evident that the existing landscape was highly fragmented and redundant. With over five hundred local applications spread across markets and functions, the revelation of such intricacies necessitated a shift in approach from a migration mindset to a nuanced strategy focused on strict prioritisation and measurable business value realisation. The synthesis of findings illuminated critical areas demanding attention, such as recruitment management, performance evaluation, and competence development, among others. The juxtaposition of business criticality and satisfaction levels exposed the need for targeted interventions to address burning platforms effectively.

Crucially, the exploration unveiled a truth diverging from initial expectations, - a realisation that not all systems could be decommissioned or migrated feasibly. The sheer scale of complexity and associated costs mandated a recalibration of the strategy towards a pragmatic and value-driven approach. It simply would not pay to clean up the entire digital landscape at Scania within the next three year timeframe. Through conducting the work, the team uncovered value opportunities of up to €50M in enabling shared services, and the same value again in enacting AI use cases to reduce low value transactional work.

The author's work highlighted the digitalisation of all HR processes and putting major change management effort into global adoption as key prerequisites required now. This would need to be successful prior to stepping into scaled deployment of AI. AI is shown to be the primary competitive driver of efficiency gains and cost savings over time, estimated at €50M over three years.

By aligning IT efforts with overarching business priorities, the author has led Scania in delivering tangible value while mitigating risks associated with extensive transformation endeavors. As the journey continues to detail the country-specific plans the emphasis remains on holistic alignment across stakeholder groups, robust governance and strategic clarity.

The author acknowledges this will not be easy. Adoption of global solutions is relatively low at this time, and embracing globally unified ways of working will need to be reinforced and supported for the foreseeable future. However, by delineating clear pathways and prerequisites for execution and ensuring Scania invests in the right human competence to execute the work, the author will continue driving the agenda with purpose and precision.

HR Digital transformation at Scania is not merely about technology adoption. It embodies a complete shift in organisational culture and in the mindset of the established HR community. Through resilient leadership, planning, and a relentless pursuit of business value, the author has demonstrated Scania has potential to emerge as the leader in HR digital innovation and excellence in the heavy manufacturing industry.

In March 2024, after a mere ten months with the company, the author was appointed to a new position as Group Director of People & Culture Tech and Data. This elevation marks a pivotal moment in her career, as she ascends to the Executive Management Team of Scania, effective May 2024. This promotion not only underscores her commitment and contribution to the organisation but is surely testament to the work she has produced, including throughout her tenure as a PhD candidate at the Swiss School of Business Research.

The appointment signifies Scania's recognition of her expertise and potential to drive digital innovation and HR excellence within the heavy manufacturing industry. It stands as tribute to the resilience, foresight, and unwavering dedication she has consistently demonstrated in her leadership, planning, and pursuit of business value. As she assumes this new role, she looks forward to leveraging her skills and expertise to further propel Scania towards becoming a trailblazer in HR digital transformation.

STUDENT TASK COMPLETION CHECKLIST

YOLANDI BADENHORST-MENTON

LO 1

Demonstrate knowledge of the most advanced frontiers of a field of work.

In what way(s) does your work fulfill this learning outcome? Give a full explanation in the space below.

My leadership at Scania Group is advancing the organisation to the forefront of digital transformation within human resources management. By unifying People and Culture (P&C) globally, and leveraging advanced digital tools and strategies, Scania has initiated a paradigm shift with the MySuccess programme.

However, complexities emerged, revealing a highly fragmented global system landscape. This necessitated a nuanced approach and a change in direction to prioritise measurable business value. The synthesis of findings illuminated critical areas demanding attention, with automation and AI identified as primary drivers of efficiency gains. Aligning IT efforts with business priorities, I have shown we are able to create tangible value while acknowledging the need for reskilling across the HR community at the firm.

My experience, leadership and ability to drive change within the organisation demonstrates advanced frontiers of digital transformation within human resource management in the legacy heavy vehicles industry.

LO 2

Demonstrate the most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical business problems and to extend or redefine professional practice.

In what way(s) does your work fulfill this learning outcome? Give a full explanation in the space below.

In spearheading Scania Group's digital transformation journey, I've employed advanced strategic thinking and analytical acumen to navigate the intricacies of organisational change within human resources management. Through meticulous data analysis (appendices 1, 2, 5) I have identified critical areas for intervention, such as recruitment management and performance evaluation, while prioritising tangible business value realisation.

Applying research skills learned throughout many years in post-graduate business studies, I believe I have shown Scania a way of working they have never experienced before. I am hopeful this is evident in the appendices submitted as part of this assignment.

My research unearthed a stark reality. The programme originally designed to set out the global technology roadmap, plus, decommission all local HR tools was simply not going to be tenable for Scania. A preliminary top-down technology assessment revealed that fifty percent of applications could be decommissioned, with thirty percent migrated or partially migrated to the common global solution. Approximately twenty percent of applications were deemed necessary to retain in-country due to specific local legal requirements.

My synthesis of findings has highlighted the need for targeted interventions to effectively address pressing issues, demonstrating a deep understanding of the interconnectedness of HR processes, systems and organisational objectives. For example, had I not led the team through this research it would not have been known to us that we would need to spend a further EUR40m - 60m in order to save a mere EUR7m in run costs on applications each year.

Therefore, I have adeptly recalibrated our strategy towards a pragmatic and value-driven approach, considering the complexities involved in system migration and decommissioning.

By aligning IT efforts with overarching business priorities and emphasising global adoption

and change management, I have ensured a holistic approach to transformation. While the work is not done, I trust this will position Scania as a leader in HR digital excellence. My resilient leadership and determination underscores commitment to driving meaningful organisational change in the multinational context.

LO 3

Demonstrate substantial authority, innovation, autonomy and professional integrity.

In what way(s) does your work fulfill this learning outcome? Give a full explanation in the space below.

As the driving force behind the digital transformation at Scania Group, I have exercised substantial authority in charting the course towards organisational change and technological advancement within human resources management. My leadership has been characterised by innovative thinking as evidenced by the delivering the MySuccess programme and the adoption of advanced digital tools such as SAP SuccessFactors and ServiceNow.

While navigating through complexities, I have maintained autonomy in decision-making, ensuring that strategies are tailored to the unique needs of Scania while upholding professional integrity at every step. This integrity is reflected in the meticulous data gathering and analysis undertaken, which has illuminated critical areas demanding attention and shaped a nuanced strategy focused on prioritisation and measurable business value realisation.

I have faced several challenges in this role, most of which has been discussed in the assignments submitted to SSBR. Most notably, the unbalanced cultural dominance of the legacy worker and the extent to which consensus needs to be built before progress can be made (Menton, 2024 [Module 2 Assignment LO4]).

By aligning IT efforts with overarching business priorities, I have demonstrated a commitment

to delivering tangible value while safeguarding against risks associated with extensive transformation endeavours. Through resilient leadership and a relentless pursuit of excellence, I am determined to steer Scania towards a digitally-enabled future, firmly rooted in the principles of innovation, autonomy, and professional integrity.

To validate this contribution, I have recently been promoted to Group Director for People & Culture Technology and Data.

LO4

Develop new ideas or processes at the forefront of work.

In what way(s) does your work fulfill this learning outcome? Give a full explanation in the space below.

In the ten months of doing this work at Scania I have found myself continuously pushing the boundaries of changing the mindset of a powerful firm or legacy workers in a small town in rural Sweden. Embracing a vision of global unification of People and Culture (P&C) through cutting-edge digital tools, I embarked on a quest of discovery, analysis, and strategic formulation.

The inception of the MySuccess program marked a pivotal moment, signaling a paradigm shift towards enhancing user experience and streamlining HR processes. However, the path ahead revealed complexities beyond anticipation. Through meticulous data analysis, I unearthed the fragmented nature of our existing landscape, prompting a shift towards a nuanced strategy focused on prioritisation and measurable value realisation.

Navigating through this intricate terrain, I realised that not all systems could be feasibly decommissioned or migrated. This revelation necessitated a recalibration towards a pragmatic, value-driven approach. By aligning IT efforts with overarching business priorities, I sought to lead Scania towards tangible value delivery while mitigating risks associated with extensive

transformation. My journey epitomised a shift in organisational culture and mindset, driving Scania towards digital excellence and redefining paradigms of success in the digital age.

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APPENDICES

[Appendix 1](#): Master Tool for Application Assessment (**submitted in Excel format by email**)

[Appendix 3](#): P&C Digital Strategy SteerCo presentation, latest 13 March 2024

[Appendix 4](#): Global IT Effort Plan - finalised

[Appendix 5](#): Stakeholders, Digital Strategy Programme

[Appendix 6](#): Yolandi Poster - HR Digital Strategy

[Appendix 7](#): Poster presentation recording

[Appendix 8](#): Final steering committee sign-off April 2024